



# **Departmental Quarterly Performance Report**

**Department Name: Solid Waste Management**

**Reporting Period: FY 2003 3rd quarter**

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## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2003 – 3<sup>rd</sup> Quarter

County Mgr. Priority (Circle One): *People* (**Service**) *Technology* *Fiscal Responsibility*

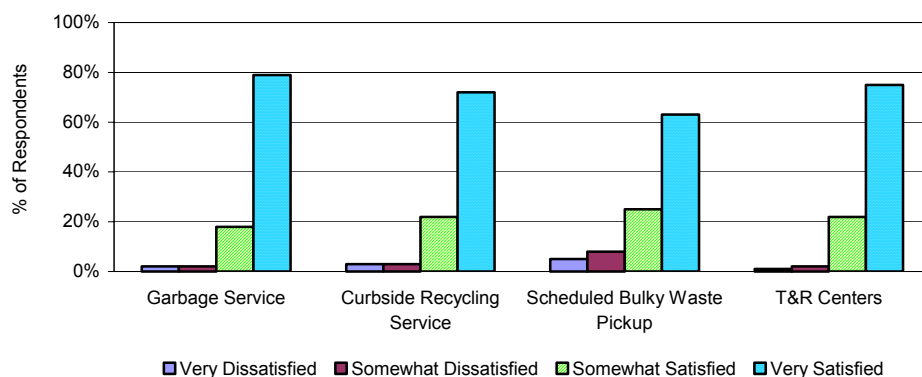
#### A. Goal Improve the quality and efficiency of customer service; automate and link customer service

**Objective 1** Maximize (within budget) overall customer satisfaction for all DSWM services

**Objective 2** Reduce response time for residential bulky waste pick-up from six to three days

#### Market survey response for garbage and trash collections

CUSTOMER SATISFACTION LEVELS FOR DSWM SERVICES



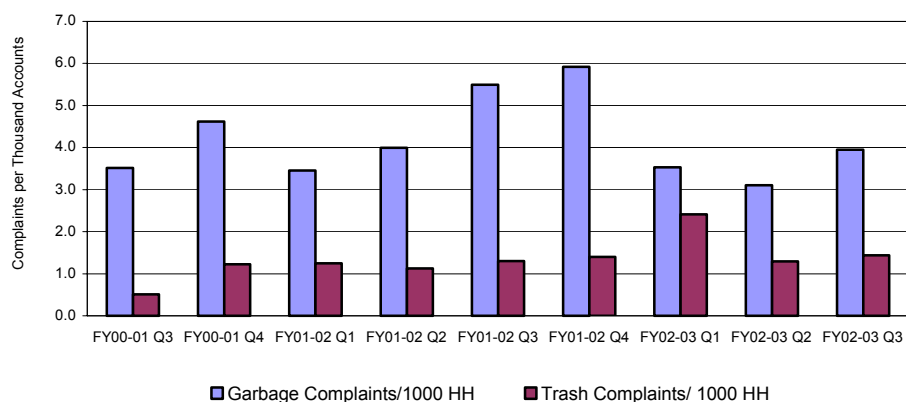
*Customer Survey conducted May 2002*

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): *People* (**Service**) *Technology* *Fiscal Responsibility*

#### Service complaints per thousand accounts

GARBAGE AND TRASH SERVICE COMPLAINTS PER THOUSAND ACCOUNTS



☐ Strategic Plan  
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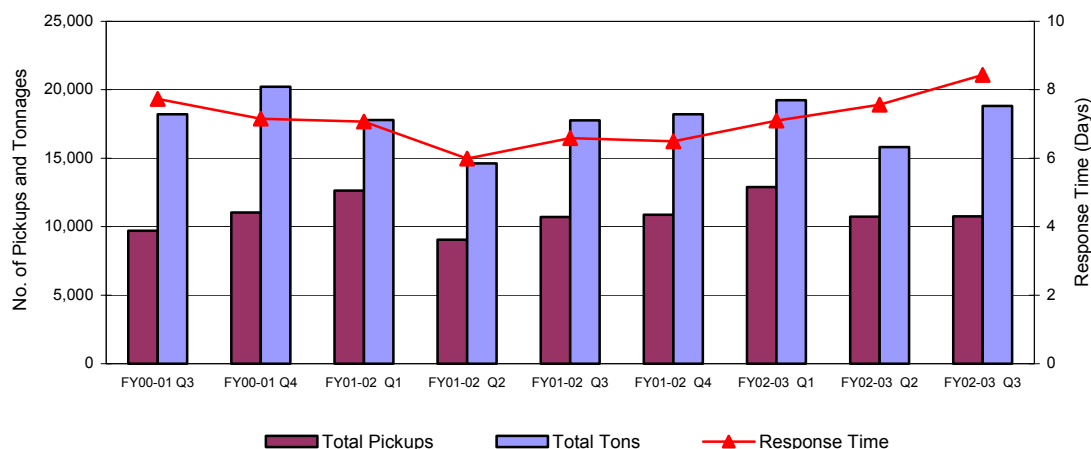
## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2003 – 3<sup>rd</sup> Quarter

County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

#### Bulky waste response time to three day bench mark

**BULKY WASTE PERFORMANCE MEASURES**



☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
 (Describe)

County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

#### B. Goal Provide integrated solid waste services and facilities that promote operational efficiency

**Objective 1** Evaluate, test, implement and monitor solid waste collection and disposal technologies found to be economical via industry evaluation and standards

**Objective 2** Establish, implement and maintain productivity enhancement actions to lower unit cost from current levels in Collections

**Disposal:** Reduce disposal operating costs through use of fines as cover at North Dade Landfill

**Status:** One year study underway scheduled for completion at the end of FY03.

**Collections:** Implementation rate for automated (one arm) collection technology including unit cost per route comparison

**Status:** A pilot was implemented in the fourth quarter of FY 01-02 in South Dade and continued through the first quarter of FY 02-03. Due to operational problems, including unsurfaced roads, the South Dade pilot was suspended on December 27, 2002. A revised pilot began on March 17, 2003 in the Biscayne Gardens area where approximately 900 households are currently being serviced. DSWM was to begin a four year phase-in program at the beginning of FY 02-03 with fifty-seven automated routes; however, due to procurement delays, the phase-in has been delayed until the fourth quarter of FY 03. Phase-in will begin with seven automated routes.

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 (Describe)

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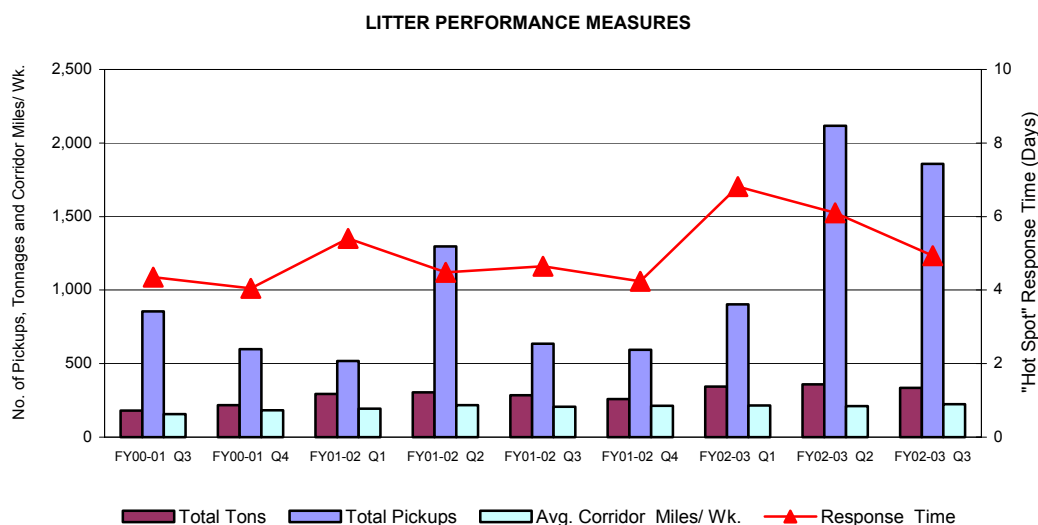
#### C. Goal Provide solid waste service and facilities that promote and enhance public health, sanitation and the environment

**Objective 1** Meet litter collection demands at current generation rates and enhance program to clean right of way corridors

**Objective 2** Implement and maintain programs to minimize the generation of household hazardous waste and assure safe convenient disposal

#### Number of litter hotspots, response time and corridor miles service

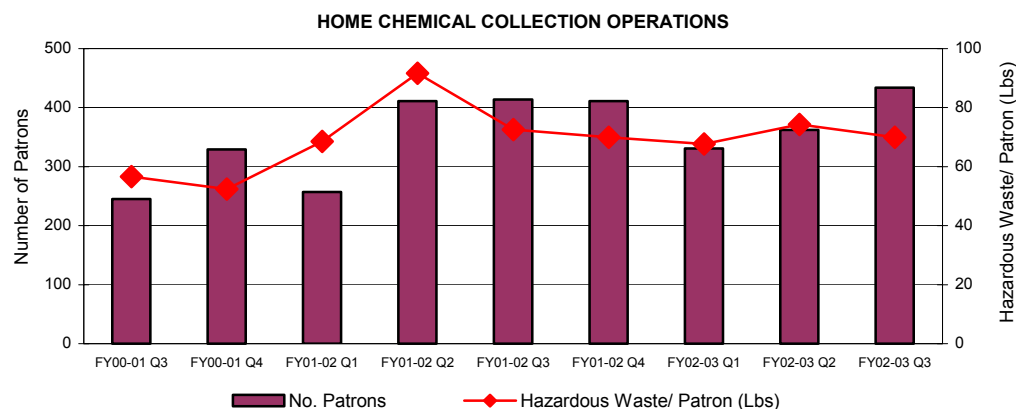
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 (Describe)



County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

#### Number of citizens participating (should increase over time) and number of pounds of hazardous waste collected per year per patron (should decline over time)

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# Departmental Quarterly Performance Report

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### Reporting Period: Fiscal Year 2003 – 3<sup>rd</sup> Quarter

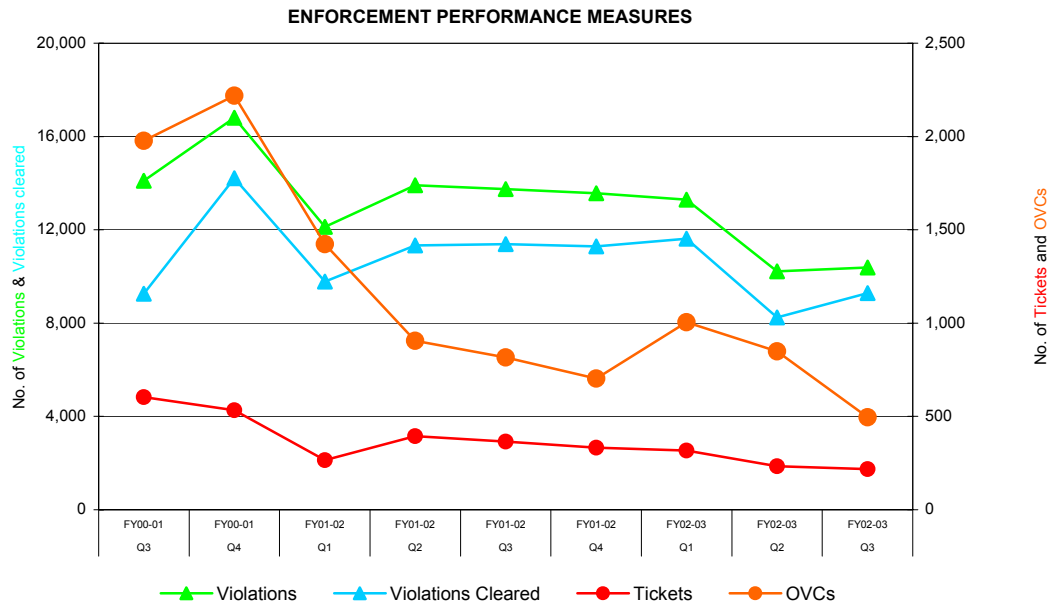
County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

**D. Goal** Provide residential code enforcement that complies with Chapter 15 requirements within the DWSM service area

**Objective 1** Ensure efficient and cost effective use of enforcement staff time during work day in order to maximize productive time in field

**Objective 2** Reduce (over time) the number of OVC's (illegally dumped piles of debris)

**Number of violations, violations cleared, tickets and OVC's**



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# Departmental Quarterly Performance Report

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### Reporting Period: Fiscal Year 2003 – 3<sup>rd</sup> Quarter

<p>County Mgr. Priority (Circle One): <i>People</i> <b>(Service)</b> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Budget Enhancements and Service Improvements</b></p> <p><b>Solid Waste Collections</b></p> <ul style="list-style-type: none"> <li>Automated Collections Status: (See Page 3)</li> <li>Landscaper program reconfiguration Status: Proposed pay per load program eliminated at the second FY 02-03 Budget Hearing. Revised ordinance prepared with input from small owner operators. The first reading occurred before the BCC on March 11, 2003.</li> <li>CPI fee adjustments in Collections Status: Not implemented in FY 02-03</li> <li>SWM Strategic Plan for Collections Status: Plan update to be incorporated in FY 03-04 Proposed Budget</li> </ul> <p><b>Solid Waste Disposal</b></p> <ul style="list-style-type: none"> <li>Debt Reissuance Evaluation Status: Consultant assigned with recommendations to be included in the FY 03-04 budget process.</li> </ul>	<p>___ Strategic Plan</p> <p><u><b>x</b></u> Business Plan</p> <p><u><b>x</b></u> Budgeted Priorities</p> <p><u><b>x</b></u> Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <b>(Service)</b> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Countywide Initiatives</b></p> <p>Customer Service Improvements</p> <ul style="list-style-type: none"> <li>The Department is on track to integrate into the Countywide CSR (311) by November 2003</li> </ul> <p>Efficiency Initiatives</p> <ul style="list-style-type: none"> <li>FY 2000-01 Process Improvement Team (PIT) recommendations are being reviewed and selected recommendations will be incorporated in the Business Plan and in the FY 2003-04 Proposed Budget: <ul style="list-style-type: none"> <li>Employee initiated route size increase (ECC #225) Update: The Garbage Division has scheduled a meeting for the third quarter of FY 02-03 with the labor union to discuss this issue.</li> <li>Enforcement wireless (ECC #785) Update: Project pending receipt by ITD of new card technology to be adopted by the county. Estimated implementation October 2003.</li> <li>Pilot program for automated garbage collection (ECC # 402) Update: (See Page 3)</li> <li>Transition automated collections pilot to programmed routes (ECC #854) Update: In FY 2003, DSWM will continue pilot with four automated loaders (see ECC# 402). FY 2004, implement an additional forty automated loaders and service a total of seventy-nine automated routes.</li> </ul> </li> </ul>	<p>___ Strategic Plan</p> <p><u><b>x</b></u> Business Plan</p> <p>___ Budgeted Priorities</p> <p><u><b>x</b></u> Customer Service</p> <p>___ Workforce Dev.</p> <p><u><b>x</b></u> ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____ (Describe)</p>

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Strategic Planning Activities

- Current Departmental Strategic Plan released March 1995; plan update is rescheduled for FY 2002-03 in conjunction with countywide activities coordinated through the Office of Performance Improvement

Information Technology Projects

- Roster Automation Phase II
  - Provide for automated roster which enables and migrates manual time and attendance system to an automated function; tracks unit labor and equipment costs for management reporting;
  - Start Date: August 2002; End Date: March 2004; 30% Complete
  - Impacts: Efficiency in management reporting; lower unit cost in administration operations
- Scalehouse Control System
  - Replace existing scalehouse control system with an integrated weighing, billing and reporting package
  - Start Date: April 2001; End Date: March 2004; 50% Complete
  - Impacts: Replaces dated system made up of four separate software components, no longer supported by original manufacturers; will increase the efficiency of disposal billing and collection; provide for more accurate reporting of tonnage and reduce overall system error; security component included
- Vax Applications Mitigation
  - Migrate systems off the DEC VAX platform to the IBM RISC6000 Oracle Platform
  - Start Date: June 2001; End Date: December 2003; 90% Complete
  - Impacts: Eliminates old IT development technology; will facilitate IT hiring pool; will improve applications development process and staff productivity and will eliminate approximately \$330,000 in maintenance costs
- Overtime Reporting System
  - Interface with payroll system to capture PAR overtime and reconcile with division entries
  - Start Date: August 2002; End Date: July 2003; 90% Complete
  - Impacts: Eliminates the manual input, compilation and tracking of overtime for budget and for expenditure monitoring; automatically flags variances with payroll for correction; eliminates the need for Human Resources Division to distribute and maintain hard copies of overtime payroll reports
- Temporary Employee System
  - Provides the capture of temporary help hours and wages for agencies' invoice balancing
  - Start Date: March 2002; End Date: July 2003; 90% Complete
  - Impacts: Eliminates the manual input and compilation, tracking and balancing procedures of temporary help for budget and expenditure monitoring; replaces the Accounting Division's manual reconciliation process and serves as a basis for vendor payments

**Departmental Quarterly Performance Report**  
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***Personnel Summary***

***A. Filled/Vacancy Report***

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1,046	1,088	1,054	34	1,050	38	1,035	53		

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

***B. Key Vacancies***

Deputy Director (Acting), Assistant Director, Administration (Acting), Chief, Service Development (Vacant), Chief, Fiscal Management (Acting) and Chief, Information Services (Acting)

***C. Turnover Issues***

Consistent turnover in operations due to promotional opportunities

***D. Skill/Hiring Issues***

N/A

***E. Part-time, Temporary and Seasonal Personnel***  
***(Including the number of temporaries long-term with the Department)***

Waste Collector P/T (30) - Filled:28 Vacant :2  
Waste Service Clerk 1 P/T (2) – Filled:1 Vacant:1  
Temporary (142 FTE) - 8 FTE Administrative, 134 FTE Laborers  
Seasonal (N/A)

***F. Other Issues***

Overages in Collections: 40 (Garbage – 33 & Trash – 7)



**Departmental Quarterly Performance Report**  
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**Reporting Period: Fiscal Year 2003 – 3<sup>rd</sup> Quarter**

**FINANCIAL SUMMARY**

**FUND 470 - COLLECTIONS**

(All Dollars in Thousands)

	<b>PRIOR YEAR FY02</b>	<b>CURRENT FISCAL YEAR</b>						
	<b>Actual</b>	<b>Total Annual Budget</b>	<b>Quarter</b>		<b>Year-to-date</b>			
			<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% of Annual Budget</b>
<b>Revenues</b>								
♦ Waste Collection	\$105,296	\$106,076	\$26,519	\$11,258	\$79,557	\$100,098	\$20,541	94% (1)
♦ Rate Stabilization Transfer	\$0	\$9,220	\$2,305	\$0	\$6,915	\$0	-\$6,915	0% (2)
♦ Transfer from Disposal Operation	\$0	\$1,684	\$421	\$0	\$1,263	\$0	-\$1,263	0% (3)
♦ Carryover	\$12,781	\$673	\$168	\$0	\$505	\$1,462	\$958	217% (4)
<b>Total</b>	\$118,077	\$117,653	\$29,413	\$11,258	\$88,240	\$101,561	\$13,321	86%
<b>Expense*</b>								
Administration	\$10,153	\$9,723	\$2,431	\$3,478	\$7,292	\$7,920	-\$628	81%
Garbage Collection	\$55,250	\$55,808	\$13,952	\$15,190	\$41,856	\$44,431	-\$2,575	80%
Trash Collection	\$39,795	\$31,286	\$7,822	\$10,936	\$23,465	\$30,952	-\$7,488	99% (5)
UMSA Enforcement, Litter/Illegal Dumping	\$6,466	\$6,546	\$1,637	\$1,679	\$4,910	\$4,346	\$564	66%
UMSA Recycling Operations	\$9,944	\$10,407	\$2,602	\$2,481	\$7,805	\$7,479	\$326	72% (6)
Transfer to Sub-fund	\$1,330	\$3,882	\$971	\$168	\$2,912	\$659	\$2,253	17%
Reserves	\$0	\$0	\$0	NA	\$0	NA		
<b>Total</b>	\$122,938	\$117,653	\$29,413	\$33,932	\$88,240	\$95,787	-\$7,548	81%

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

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**Equity in pooled cash (for proprietary funds only) FUND 470 Collections**

Fund/ Subfund	Prior Year FY02	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	-\$4,862	Financial	-\$15,048	-\$15,253	
Rate Stabilization Transfer	\$5,171	Statement Prepared	\$4,048	\$4,048	
Prior Year Correction for Cap	\$0	at End of Year	\$0	\$0	
Transfer from Fund 490	\$0		\$11,000	\$11,000	
Balance Sheet Changes	\$1,153		\$0	\$0	
<b>Total</b>	<b>\$1,462</b>		<b>\$0</b>	<b>-\$205</b>	

**Comments:**

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

**Revenue:**

- |                             |                                                                                                                 |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------|
| Waste Collection            | (1) Majority of household fee is received in the first half of the fiscal year from the Tax Collector's Office. |
| Rate Stabilization Transfer | (2) Actual amount not determined until end of year.                                                             |
| Transfer from Disposal Op.  | (3) Actual amount not determined until end of year.                                                             |
| Carryover                   | (4) Year end reclassification of expenses to Fund 490.                                                          |

**Expenses:**

- |                             |                                                                                          |
|-----------------------------|------------------------------------------------------------------------------------------|
| Trash Collection            | (5) Variance due to excess disposal charges (landscaper tonnage), overtime and temp use. |
| Transfer to Capital Subfund | (6) Transfers to capital projects due to timing of capital projects and reprogramming.   |

**Departmental Quarterly Performance Report**  
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**FINANCIAL SUMMARY**

**FUND 490 - DISPOSAL**

(All Dollars in Thousands)

	PRIOR YEAR FY02  Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Varianc e	% of Annual Budget
<b>Revenues</b>								
♦ Disposal Operations	\$139,723	\$127,942	\$31,986	\$39,479	\$95,957	109,154	\$13,198	85%
♦ Carry Over	\$46,281	\$50,159	\$12,540	\$0	\$37,619	\$59,062	\$21,443	118% (1)
<b>Total</b>	\$186,005	\$178,101	\$44,525	\$39,479	\$133,576	\$168,216	\$34,640	94%
<b>Expense*</b>								
Administration	\$8,569	\$10,801	\$2,700	\$1,784	\$8,101	\$5,807	\$2,293	54% (2)
Compliance Dev. & CW Recycling	\$3,704	\$4,738	\$1,184	\$884	\$3,553	\$2,831	\$722	60% (3)
Disposal Facilities Operations	\$94,933	\$93,206	\$23,302	\$30,108	\$69,905	\$77,502	-\$7,598	83%
Transfer Operations	\$17,822	\$16,652	\$4,163	\$3,955	\$12,489	\$13,001	-\$512	78%
Transfer to Capital Sub-Fund	\$931	\$7,463	\$1,866	-\$565	\$5,597	\$1,560	\$4,037	21% (4)
Reserves	\$0	\$45,242	\$11,311	\$0	\$33,932	NA		
<b>Total</b>	\$125,960	\$178,101	\$44,525	\$36,166	\$133,576	\$100,702	-\$1,058	57%

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

**Equity in pooled cash (for proprietary funds only)**

**FUND 490 - Disposal**

Fund/ Subfund	Prior Year FY02	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	\$60,044	Financial	\$61,049	\$65,461	
Prior Year Correction for Capital	\$0	Statement Prepared	\$0	\$0	
Transfer to Fund 470	\$0	at End of Year	-\$11,000	-\$11,000	
Balance Sheet Changes	-\$982		\$0	\$0	
<b>Total</b>	\$59,062		\$50,049	\$54,461	

“Updated August 28, 2003”

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**Comments:**

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

**Revenue:**

Carryover (1) Carryover is reported in the first quarter. Reflects increases in disposal revenue tons \$4.7m, electrical revenue \$.6 m and lower than projected prior year operating expenditures (-\$.73m), contract disposal (-\$1.49m) and transfer to capital projects (-\$3.5 m).

**Expense:**

Administration (2) Reflects delays in capital purchases and timing of contractual payments.  
Compliance Dev. &  
CW Recycling (3) Reflects delays in environmental contractual payments and lag in the reclassification of expenditures.

Transfer to Capital  
Subfund (4) Transfers to capital projects due to timing of capital projects and reprogramming.

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***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

**Major Departmental Issues**

Current

- FY 02-03 - Achieve debt service coverage of at least 1.0 without rate stabilization
- Ensure receipt in current year of all programmed revenues in collections
- Implementation of collections efficiencies to include automated routes and more efficient bulky operations

Long-term

- Development and implementation of strategy to maintain high standard of service and good relations with newly incorporated areas to preserve combined system
- Begin to develop options for structural reform in both funds including a targeted debt service coverage policy and reserve fund policy
- Development and implementation of a strategy to ensure retention of existing long term disposal agreements with (older) municipalities for a minimum of an additional ten years
- Long term closure response related to Homestead and Virginia Key

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**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature Department Director

Date\_\_\_\_\_